

# Police Department



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# POLICE MISSION, CORE SERVICES & GOALS












## MISSION:

The mission of the Police Department is to provide a safe environment through efficient, cost effective, professional community based police services to residents, businesses and visitors.

## CORE SERVICES:

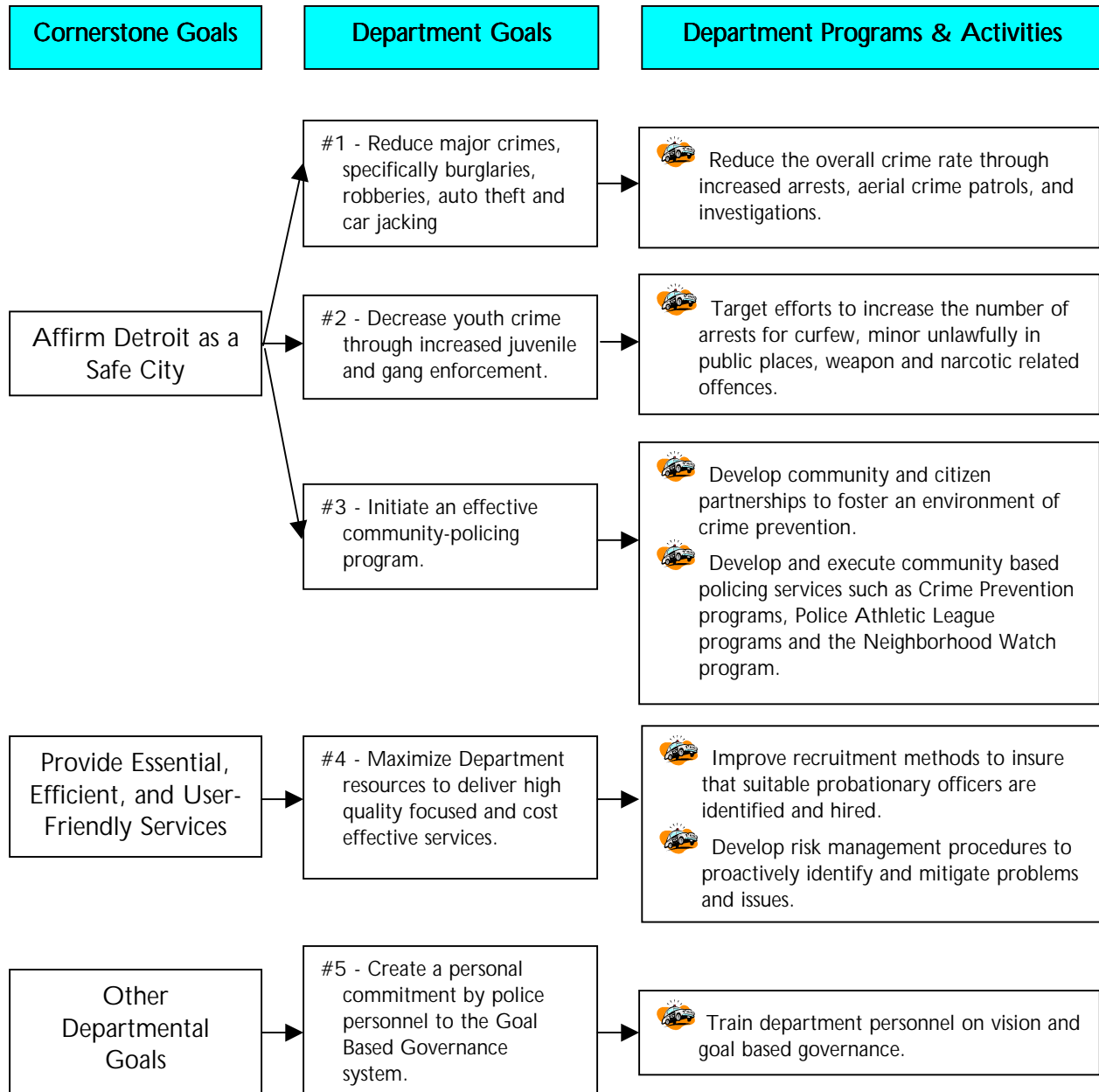
The Police Department consists of 13 precincts strategically located throughout the City and 64 mini-stations. Services are provided by the following divisions:

- ♦ Management, Personnel and Policy, which sets departmental policies, rules and regulations; provides organizational leadership; and directs and controls the Department's human resources;
- ♦ Precinct Operations, which provides general police services and emergency response that are not provided by specialized units;
- ♦ Narcotics Bureau, which develops and enacts strategies to enforce the City's drug enforcement initiatives;
- ♦ Headquarters Bureau, which operates many of the specialized patrol support operations, forensic services and 36<sup>th</sup> District Court security; and
- ♦ Management Services Bureau, which administers the Department's business affairs, records, property, and communications.

Fiscal Year 2001 in Brief:	
<b>2000-2001 Accomplishments</b>  Decreased the Uniform Crime Index by nearly 6%, from 101,561 to 95,761, due to a decrease in the number of homicides, burglaries, larcenies and auto thefts.  Implemented a crime mapping system to identify crime trends and to aid in staffing decisions.  Launched the 3-1-1 non-emergency communication system in July 2000 to replace the 7-digit Telephone Crime Reporting Unit (TCRU) system.  Initiated the Roll Call Calendar training program to insure that all officers receive a training reminder daily.	<b>2000-2001 Issues</b>  Recording system for FBI UCR statistics must be updated to provide correct and timely reporting measurements.  Delay in implementing a comprehensive risk management system has resulted in additional legal claims against the city.  <b>Future Plans</b>  Construct detention facilities to replace the precinct and headquarters cell blocks.  Implement an integrated "Automated Booking System".  Commence operation of a fully integrated risk management / assessment database.

**GOALS:**

The Police Department's annual goals, programs and activities align with the City's four cornerstone goals as follows:

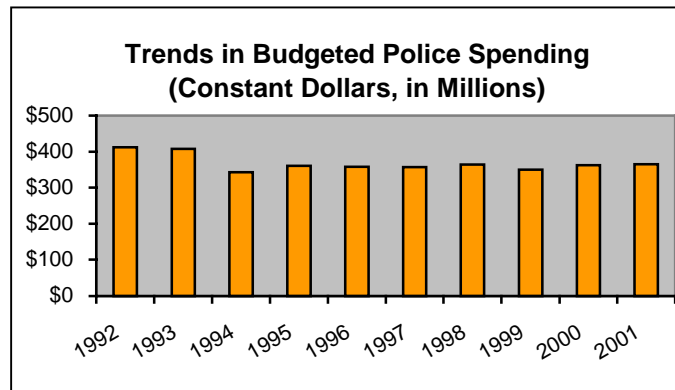


The remaining pages in this chapter take an in-depth look at the Police Department's goals and services; the inputs, outputs, outcomes, and efficiencies of each service; citizen satisfaction; and service comparison with peer cities.



## POLICE SPENDING & STAFFING LEVELS

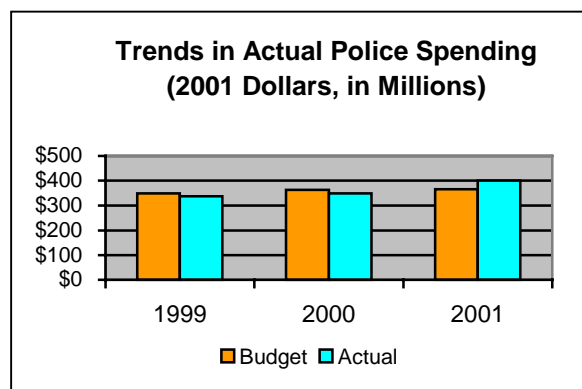
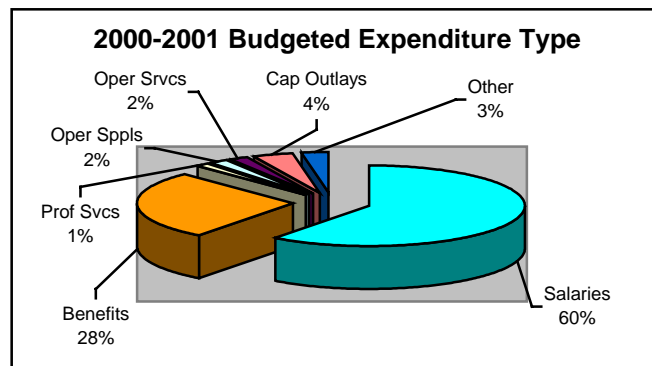
### SPENDING:



Inflation adjusted budgeted spending has ranged between \$343 million in fiscal year 1994 and \$413 million in fiscal year 1992, producing a ten year average spending amount of \$368 million. The most recent five-year average is \$360 million.

The Police budget has averaged nearly 14% of the City budget over the past ten years. For the 2001 fiscal year, the Department's budget of \$365 million is 13% of the overall City budget.

The Police Department expenditure types have remained stable over the past ten years. Most of the Department's spending (88%) is for Salaries and Benefits. Capital Outlays makes up the next highest spending category with 4% of the total.



Actual spending, adjusted for inflation, has increased 18% between 1999 and 2001. There was a 21% increase in General Fund spending during this timeframe.

Differences between budgeted and actual spending are due to budget changes enacted during the year and the timing of expenditures.



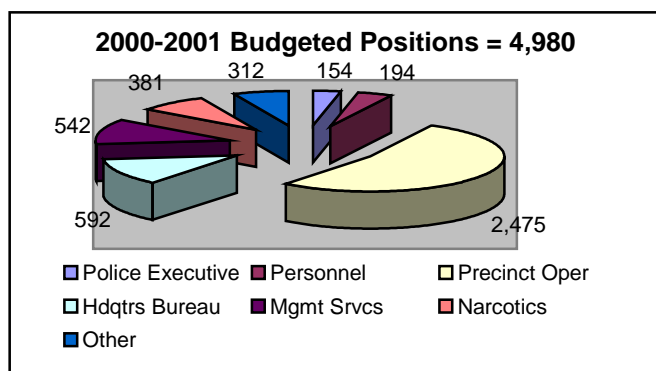
## POLICE SPENDING & STAFFING LEVELS

The Police Department's budgeted Capital Improvement projects are shown in the following table. The Police Department's projects are paid for through City bond sales and investment earnings. The Police Department's budgeted capital improvements have comprised 2.3% of the City's capital improvements over the past five years.

Name of Project	1997	1998	1999	2000	2001	Total
Buildings & Sites	\$0.0	\$1.5	\$1.5	\$0.0	\$0.0	\$3.0
Precinct Renovations	0.0	0.0	0.0	1.3	2.0	3.3
Headquarter Renovations	0.0	0.0	0.0	1.0	0.0	1.0
Police / Fire Training Facility	0.0	0.0	0.0	1.0	0.0	1.0
<b>Total</b>	<b>\$0.0</b>	<b>\$1.5</b>	<b>\$1.5</b>	<b>\$3.3</b>	<b>\$2.0</b>	<b>\$8.3</b>

Budgeted and actual spending trends for specific Police Department programs and activities are discussed in the following pages of this chapter.

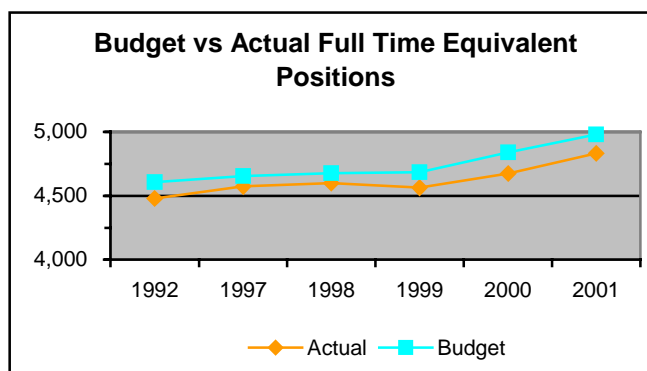
## STAFFING:



Precinct Operations make up 50% of the Department's 4,980 budgeted positions, while the Headquarters Bureau, which provides specialized support to the precincts, make up 22% of the positions.

Examples of positions falling into the "Other" category are the police commission, PALS, rape counseling unit, and casino municipal services.

Budgeted positions have increased 327 since 1997, while filled positions have increased by 257 positions. 142 of the new positions are in Casino Municipal Services, and 82 additional positions are funded by grants. Sworn officers make up 88% of the budgeted positions.



The allocation of police personnel to specific programs and activities is discussed in the remaining pages of this chapter.

## POLICE GOAL #1: REDUCE MAJOR CRIMES, SPECIFICALLY, BURGLARIES, ROBBERIES, AUTO THEFT & CAR JACKING



One-fifth of Detroiters have been the victim of a crime in the past year. Most crime victims do not report the incident to the Police Department.

	Number of Responses	% Answering "Yes"
Percentage of Respondents Who Have Been the Victim of a Crime Within the Past 12 Months	3,137	20%
Percentage of Crime Victims who Reported the Crime	1,926	27%



Detroiters are equally split in their opinion of police protection with 33% rating the service as "Good" and 33% rating the service as "Bad".

	Number of Responses	% of Citizens Rating Service "Very Good" or "Good"	% of Citizens Rating Service "Neither Good nor Bad"	% of Citizens Rating Service "Bad" or "Very Bad"
Satisfaction With The Quality of the City's Police Protection	2,297	33%	34%	33%



In recent years, the Police Department has used specialized patrol support units to concentrate law enforcement and crime control activities on specific types of crime, which has reduced the number of officers available to respond to emergency calls. The number of criminal offenses has declined, while Police Department spending has increased. Police spending includes General Fund, Grant, and Narcotics Forfeiture dollars. The Police Department did not have the number of cleared cases for 2001 available when this report went to print.

DETROIT'S CRIME					
	1997	1998	1999	2000	2001
Number of Criminal Offenses	160,129	160,558	139,363	133,750	not available
Number of Clearances	not available	not available	48,391	26,342	not available
Police Spending per Crime Committed in Constant Dollars	\$2,112	\$2,262	\$2,424	\$2,612	not available



The accompanying results and trends are shown using three methods:

- ◆ The first shows the increases or decreases in the actual number of criminal incidents.
- ◆ The second shows the increases or decreases in the number of incidents per 100,000 residents. This measure incorporates both criminal incident changes with changes in population.
- ◆ The third compares the number of incidents per 100,000 residents to the FBI computed National Average and to several peer cities.<sup>1</sup> This comparison is made with calendar year 2000 data, the latest available information from the FBI.

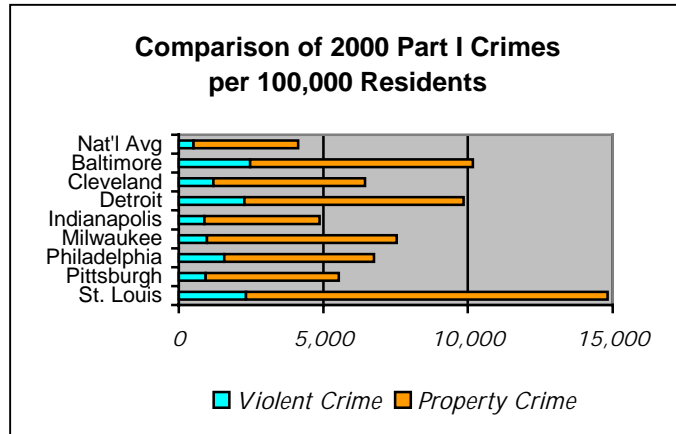
<sup>1</sup> Comparison cities were selected from the "Most Comparable" and "More Comparable" categories in a report prepared for the City of Detroit's Labor Relations office, which selects comparison cities based on changes in population, households, and economic indicators. Indianapolis and Milwaukee were added to the comparison cities group as examples of mid-western cities physically located in similar latitudes.



## REDUCING PART I CRIMES – LOWERING THE UNIFORM CRIME INDEX



Seven offenses make up the Uniform Crime Index, or Part I Crimes – Murder and Non-negligent Manslaughter, Forcible Rape, Robbery, Aggravated Assault, Burglary, Larceny-Theft, Motor Vehicle Theft. Index crimes are also categorized as either “Violent Crimes” or “Property Crimes”.



Detroit ranks third among the comparison cities in the number of Violent Crimes and third in the number of Property Crimes per 100,000 residents.



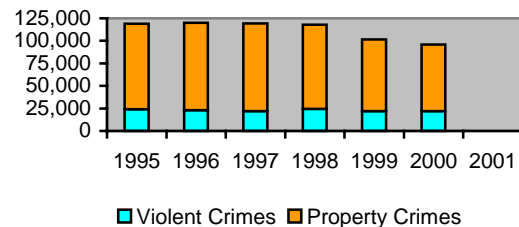
All of the comparison cities rank above the National Average, which does include smaller towns and rural areas with a lower occurrence of criminal incidents.



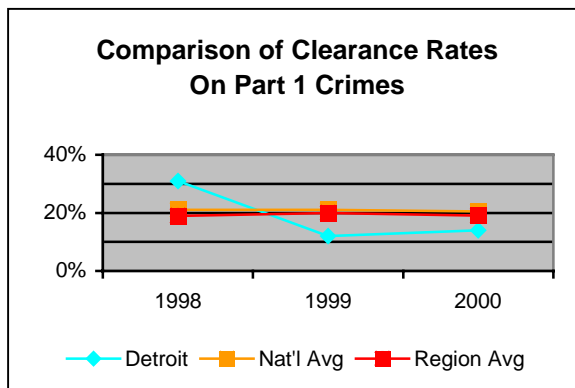
In Detroit, the number of Part I crimes dropped nearly 20% between 1995 and 2000. The nation saw an average decrease of nearly 22% over the same time period.

	Detroit's Incident Change 1995 - 2000	National Average Incident Change 1995 - 2000
Violent Crimes	- 8%	- 26%
Property Crimes	- 23%	- 21%
Part I Crimes	- 20%	- 22%

### Detroit's Trend in Part I Crime Occurrences



### Comparison of Clearance Rates On Part I Crimes



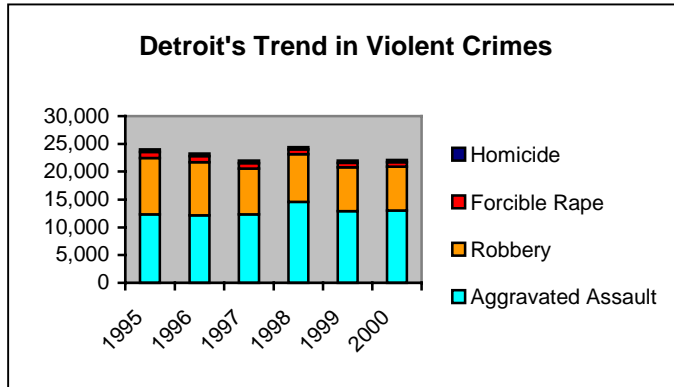
Detroit's Clearance Rate on Part I Crimes lags behind both the National and Midwestern Region averages.

	Detroit	Nation	Midwest Region
1998	31.0%	21.0%	19.0%
1999	12.0%	21.0%	20.0%
2000	14.0%	20.5%	19.1%





Violent Crime is comprised of Homicide, Forcible Rape, Robbery and Aggravated Assault incidents.



◆ Overall, Detroit's Violent Crime incidents fell by 8% between 1995 and 2000.

◆ During the same period, Detroit's population decreased by more than 50,000 residents, nearly 6%. Violent Crimes per 100,000 residents decreased by 3%.

◆ Detroit saw an increase in the number of Aggravated Assaults per 100,000 residents of 11.3%



Detroit's Violent Crime reduction is far below the 26% reduction seen nationally.

	Detroit's Incident Change 1995 - 2000	Detroit's Change per 100,000 Residents 1995 - 2000	Change in National Average Incidents per 100,000 1995 - 2000
Aggravated Assault	+ 5.5%	+ 11.3	- 22.6%
Robbery	- 21.9%	-17.6%	- 34.4%
Rape	- 26.5%	- 22.5%	- 13.7%
Homicide	- 16.6%	-12.0%	- 32.9%
<b>Total Violent Crimes</b>	<b>-7.9%</b>	<b>-2.8%</b>	<b>- 26.1%</b>



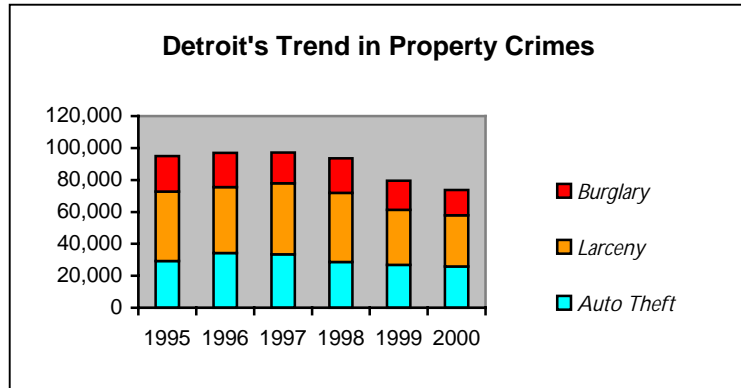
In 1999, the efforts of several federal law enforcement groups were combined with Detroit's Task Force Support Unit to form the Violent Crimes Task Force. Actual spending has been less than 30% of budgeted spending. Without 2001 crime figures, it is impossible to determine whether this task force is having a positive impact on reducing violent crime.

VIOLENT CRIMES TASK FORCE					
	1997	1998	1999	2000	2001
Number of Violent Crimes	21,976	24,427	21,976	22,112	not available
Violent Crimes Task Force Budget in Constant Dollars (Millions)				\$2.7	\$2.8
Violent Crimes Task Force Spending in Constant Dollars				\$823,043	\$757,098
Number of Officers Assigned to the Violent Crimes Task Force				36	36
Cost of Violent Crime Task Force per Violent Crime Committed in Constant Dollars				\$37.22	not available



Property Crimes are comprised of Burglary, Larceny and Motor Vehicle Theft Incidents.

- ◆ The number of Property Crime occurrences decreased by nearly 23% between 1995 and 2000.
- ◆ Property Crimes per 100,000 residents decreased 18%.
- ◆ Detroit's reduction lagged behind the national average in all categories except Larcenies. Nationally, Property Crimes decreased by 21%.



	Detroit's Incident Change 1995 - 2000	Detroit's Change per 100,000 Residents 1995 - 2000	Change in National Average Incidents per 100,000 1995 - 2000
Auto Theft	-11.6%	-6.7%	-26.1%
Burglary	-29.2%	-25.3%	-26.3%
Larceny	-26.5%	-22.4%	-18.7%
<b>Total Property Crimes</b>	<b>-22.5%</b>	<b>-18.3%</b>	<b>-21.2%</b>



The Police Department has specifically targeted Burglary, Robbery and Auto Theft incidents for reduction efforts by establishing specialized units and by increasing funding for existing specialized units to fight these crimes. In 1999, the Police Department formed the Headquarters Surveillance Unit to address street robberies and burglaries. Actual spending is not tracked for this unit; so budgeted spending figures are shown below.

HEADQUARTERS SURVEILLANCE UNIT					
	1997	1998	1999	2000	2001
Headquarters Surveillance Unit Budgeted Spending in Constant Dollars (Millions)				\$1.2	\$1.3
Number of Officers Assigned to the Headquarters Surveillance Unit				18	18
Number of Robbery & Burglary Occurrences	27,532	30,074	26,101	23,696	not available
Number of Burglaries & Robberies per Headquarters Surveillance FTE				1,316	not available
Cost of Headquarters Surveillance Unit per Burglary and Robbery Occurrence in Constant Dollars				\$49.16	not available



The Commercial Auto Theft Section targets large organized vehicle theft groups and chop shops. Much of the funding and staffing for this section comes from grants. Between 1997 and 2000, nearly 20 positions were funded by grants. In 2001, the number of grant funded positions decreased to 12.



Detroit's spending to fight Commercial Auto Theft increased 55% between 1997 and 2001, yielding a 23% decrease in occurrences. The Police Department does not track the number of auto theft cases that have been cleared.

COMMERCIAL AUTO THEFT UNIT					
	1997	1998	1999	2000	2001
Commercial Auto Theft Spending in Constant Dollars (Millions)	\$3.1	\$1.9	\$4.5	\$4.3	\$4.8
Number of Officers Assigned to the Commercial Auto Theft Unit	45	43	43	42	36
Number of Commercial Auto Theft Occurrences	33,439	28,651	26,770	25,892	24,536
Number of Auto Thefts per Commercial Auto Theft Unit FTE	743	666	623	616	682
Commercial Auto Theft Spending per Auto Theft Occurrence in Constant Dollars	\$93.87	\$66.33	\$169.76	\$167.38	\$196.32

## REDUCING CRIMES THAT ARE NOT INCLUDED IN THE UNIFORM CRIME INDEX



Type II Crimes are those crimes that are not included in the Uniform Crime Index. They include negligent manslaughter, assault, forgery & counterfeiting, fraud, embezzlement, stolen property, vandalism, weapons, prostitution and common law vice, sex offenses, narcotics laws, gambling, family & children, driving under influence, liquor laws, disorderly conduct, and all others.

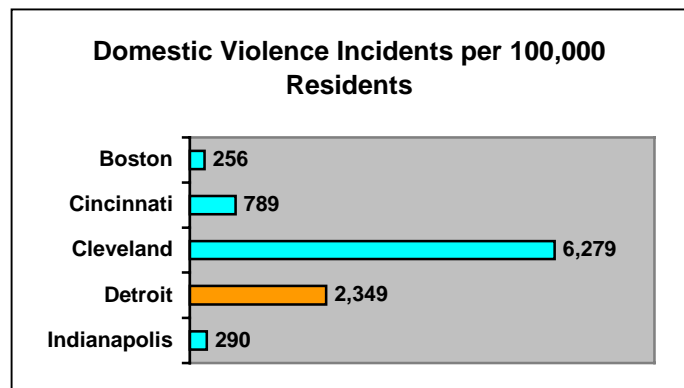
PART II CRIMES					
	1997	1998	1999	2000	2001
Number of Type II Offences	38,328	40,463	35,681	35,974	not available
Clearance Rate on Type II Offenses	not available	36.00%	36.00%	36.00%	not available



Detroit's incidence of Domestic Violence is higher per 100,000 residents than in Boston, Cincinnati and Indianapolis.



In 1997, Detroit's Domestic Violence Program was expanded citywide. The program is now housed in an off-site building and is staffed by dedicated counselors and special prosecutors. Additional focus is given to report preparation and to the identification of domestic violence incidents. A great deal of work is done on the issuance of personal protection orders.





Spending on the Domestic Violence program has increased 100% between 1998 and 2001. The number of reported domestic violence incidents has increased 26% between 1998 and 2001, and the number of Personal Protection Orders (PPOs) has increased 19%. Between 1998 and 2000, the ratio of reported domestic violence incidents to PPOs issued declined by 17% due to a reduction in the number of incidents and an increase in the number of PPOs issued.

DOMESTIC VIOLENCE UNIT					
	1997	1998	1999	2000	2001
Domestic Violence Program Spending in Constant Dollars		\$456,519	\$542,952	\$617,581	\$911,355
Budgeted Domestic Violence Unit FTEs		0	13	22	22
Domestic Violence Incidents		17,700	16,299	14,816	22,343
Personal Protection Orders (PPO) Issued	6,758	7,957	7,325	8,073	not available
Domestic Violence Spending per PPO Issued in Constant Dollars		\$57.37	\$74.12	\$76.50	not available
Ratio of Domestic Violence Incidents to PPOs Issued		2.22	2.23	1.84	not available



Precinct officers sweep neighborhoods for abandoned cars monthly, although most abandoned vehicles are identified through calls to 3-1-1. Citywide sweeps are conducted during Clean Sweep week and immediately preceding Angels Night. The 3-1-1 operators update a joint American and Canadian database with stolen, recovered and moved vehicle information. Private vendors are hired to tow abandoned vehicles.

ABANDONED VEHICLE TOWING					
	1997	1998	1999	2000	2001
Abandoned Cars Reported	not available	not available	not available	not available	not available
Abandoned Cars Towed	not available	not available	not available	76,865	67,809
Stolen Vehicles Recovered	25,060	19,896	not available	23,809	not available
Average Length of Time for Reported Vehicle to be Towed	1 week	1 week	1 week	1 week	1 week

## EMERGENCY COMMUNICATION SYSTEM:



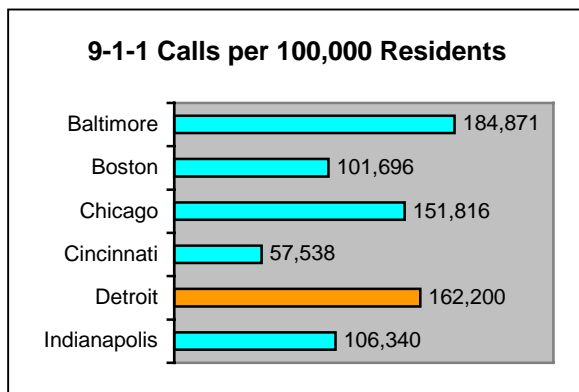
The Police Department's Communication System is comprised of both Emergency and Non-Emergency components. 9-1-1 System operators receive all emergency calls and transfer calls to Police or Fire dispatchers. Non-emergency calls are received and handled on a separate 3-1-1 line. Telecommunication Service Operators (TSO) for the 3-1-1 system aid the 9-1-1 operators when they get backed up with calls. A telephone Utility Users Tax funds the Emergency Telephone System. The Police Department is in the planning stages to upgrade the public safety telephone system.



EMERGENCY COMMUNICATION SYSTEM					
	1997	1998	1999	2000	2001
Utility User Tax Revenue in Constant Dollars (Millions)	\$60.3	\$54.5	\$54.2	\$56.1	\$54.3
E-9-1-1 Enhancement Spending in Constant Dollars (Millions)	\$1.6	\$2.5	\$0.4	\$0.3	\$3.1



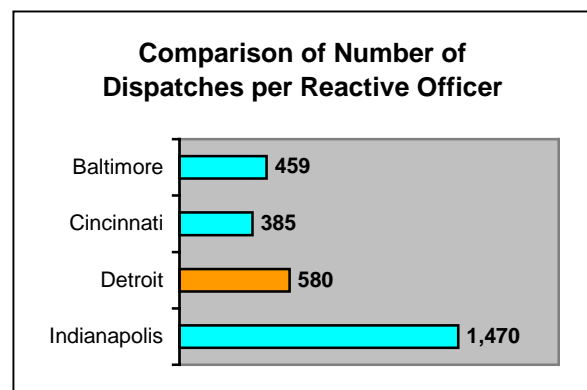
The City's thirteen police precincts have been assigned to seven dispatch districts. Emergency Services Operators (ESO) handle the calls within their district, and assign calls for each precinct depending on the priority of the call (1 to 5) and the number of available vehicles. If there are not enough vehicles available to respond to a high priority call within a district, the ESO will ask for volunteers from other districts to respond to the call; if there are no volunteers, the ESO will then assign a car to the call. The Police Department's Computer Aided Dispatch (CAD) system includes car-mounted terminals to enable the dispatcher to monitor and manage the incident and to send more personnel to a scene if needed.



The number of 9-1-1 calls that are answered by the peer city's Police Departments range from 57,538 to 184,871 per 100,000 residents. Detroit's measure, 162,200, is at the high end of the range.



Detroit has a higher number of 9-1-1 dispatches per reactive officer than Baltimore and Cincinnati, and a much lower number than Indianapolis.





Increased spending for fewer handled 9-1-1 calls has resulted in a 19% increase in the cost per call.

COMMUNICATION OPERATIONS					
	1997	1998	1999	2000	2001
Communication Operations Spending in Constant Dollars	\$16.8	not available	\$17.1	\$15.7	\$17.4
Budgeted Communication Operations Operators (ESOs)	106	106	109	109	109
Number of 9-1-1 Calls Received	1,800,000	1,646,978	1,646,978	1,607,212	1,572,920
Number of 9-1-1 Calls Handled	1,755,000	1,602,342	1,602,342	1,543,037	1,531,107
Number of 9-1-1 Calls Handled per Hour	200	183	183	176	175
Cost per 9-1-1 Call Handled in Constant Dollars	\$9.56	not available	\$10.70	\$10.17	\$11.34



The Police Department installed a 3-1-1 non-emergency phone system in June 2000. This system replaced the Department's existing telephone crime reporting unit (TCRU) system, which required dialing a seven-digit telephone number to report a non-emergency situation, with a three-digit telephone number. When the 3-1-1 system was installed, Detroit was the sixth city in the country to implement such a system. The Police Department hopes that the new, easy to remember, telephone number will decrease the number of non-emergency calls made to 9-1-1, thus improving the ESOs' efficiency and the Department's response time.



Less than half of Detroiters are familiar with the 3-1-1 non-emergency telephone number. The Police Department will need to increase citizen awareness of this service to obtain the full benefit in the reduction of 9-1-1 calls.

	Number of Responses	% Answering "Yes"
Percentage of Respondents Who Are Familiar with the 3-1-1 Non-Emergency Phone Number	3,066	48%



The number of calls to the non-emergency customer service line has increased 15% following the implementation of the new phone number in June 2000, while the cost of each call handled has fallen 12%. The number of calls handled by the same number of budgeted FTEs has increased 35% since 1997. Ultimately, the Police Department would like to expand the 3-1-1 Customer Service phone service to handle all types of citizen calls.

CUSTOMER SERVICE					
	1997	1998	1999	2000	2001
Customer Service System Spending in Constant Dollars (Millions)	\$1.7	not available	\$2.7	\$3.0	\$3.1
Budgeted Customer Service Operators (TSOs)	57	57	57	57	57
Number of Non-Emergency Calls Received	590,000	437,000	437,000	655,370	698,224
Number of Non-Emergency Calls Handled	465,000	325,000	325,000	531,550	628,815
Number of 3-1-1 Calls Handled per Hour	53	37	37	61	72
Cost per 3-1-1 Call Handled in Constant Dollars	\$3.67	not available	\$8.16	\$5.56	\$4.87



## FORENSIC SERVICES:



The Police Department operates a Forensic Laboratory. Forensic services include DNA testing, firearms identification, drug analysis, blood analysis, crime scene response and search, and the bomb unit. The Police Department's laboratory was instrumental in analyzing evidence used to solve a recent serial murder case and the schoolgirl rapes several years ago.



Spending on Forensic Services has decreased 23% since 1997, while the number of calls for forensic services at crime scenes and to dispose of explosives has increased by 52%. The lab is performing more polygraphs, chemical analyses and DNA typings, and fewer trace evidence analyses and firearm examinations than in 1997. Because spending on this service has decreased, while the number of runs and tests have increased, the per unit cost of the service has declined.

FORENSIC SERVICES					
	1997	1998	1999	2000	2001
Forensic Services Spending in Constant Dollars (Millions)	\$3.8	not available	\$3.8	\$3.4	\$2.9
Budgeted Forensic Services FTEs	59	59	59	62	62
Crime Scene Runs	6,100	4,752	6,382	7,779	9,324
Explosive Disposal Runs	88	51	49	99	101
Analysis, Examinations & DNA Typing Procedures	16,200	20,468	20,992	21,008	19,240
Cost of Forensic Services per Run and Analysis Conducted in Constant Dollars	\$167.97	not available	\$137.08	\$117.93	\$100.70

## CRIME MAPPING SYSTEM:



During 2001, the Police Department implemented a crime mapping system, which maps crime data elements such as the type of crime, time of occurrence, and location. Uses of the system include identification of crime trends and setting appropriate staffing levels. Precinct commanders meet weekly to discuss their crime statistics and strategies they are using to combat emerging trends.



Computer terminals are available in three precincts – 6<sup>th</sup>, 8<sup>th</sup>, and 9<sup>th</sup> – on a test basis, for citizens to review the system and crime in their neighborhood.

## POLICE GOAL #2: DECREASE YOUTH CRIME THROUGH INCREASED JUVENILE AND GANG ENFORCEMENT



More than one-quarter of city residents indicated they are satisfied with the youth crime prevention programs, while 40% rated the programs as "Bad".

	Number of Responses	% of Citizens Rating Service "Very Good" or "Good"	% of Citizens Rating Service "Neither Good nor Bad"	% of Citizens Rating Service "Bad" or "Very Bad"
Satisfaction with Youth Crime Prevention Programs	1,529	26%	34%	40%
Satisfaction with Anti-Gang Programs	1,489	27%	31%	42%



Efforts to reduce juvenile and gang crimes are divided between Precinct Operations and the Narcotics Bureau. Precinct officers patrol in and around the schools, interact with students and parents, and work with the Detroit Public Schools (DPS) on problem prevention. School officers often adjust their schedules to attend sporting and school events. The Narcotics Bureau works with DPS to educate youngsters on gangs and drugs. In addition, they conduct random weapons searches at schools.



Although truancy enforcement is a function of the public schools, precincts do perform occasional sweeps to catch juveniles skipping school (minors unlawfully in a public place - MUIPP). It has been found that truant juveniles cause many Breaking and Entering and Joy Riding incidents that occur during the day.

JUVENILE OFFENSES					
	1997	1998	1999	2000	2001
Number of Juvenile Curfew and Minor Unlawfully in Public Place (MUIPP) Violations	4,228	3,157	3,957	2,995	2,073
Number of Juveniles Charged with Weapon Offenses	not available	26	484	305	346
Number of Juveniles Arrested for Narcotic Related Offenses	not available	45	321	223	220



In July 1998, the Police Department upgraded the Narcotics Section to Bureau status and merged the responsibilities of Special Crimes Section, or Vice, with Narcotics Enforcement. The Bureau uses a three pronged approach to enforcement: (1) Community outreach - narcotics officers work closely with the precincts and attend community group meetings to answer citizen questions; (2) Enforcement - efforts are concentrated on the mid and upper level dealers, those that deal in quantities greater than one ounce, to cut into drug distribution; and (3) Partnership - establishing a better working relationship with state and federal authorities.



Most Detroiters are not satisfied with the Narcotics fighting programs. Only 24% rate the program as "Good", while 51% rate the program as "Bad". Survey comments indicate that citizens are frustrated that drug houses in their neighborhoods are left alone to flourish.

	Number of Responses	% of Citizens Rating Service "Very Good" or "Good"	% of Citizens Rating Service "Neither Good nor Bad"	% of Citizens Rating Service "Bad" or "Very Bad"
Satisfaction with Anti-Narcotics Programs	1,655	24%	26%	51%





Spending on Narcotics fighting programs has increased 19% between 1997 and 2001 and budgeted positions have increased by 26%. The Narcotics Bureau has intensified raids, increasing the annual number by 124% since 1998 with 78% increase between 2000 and 2001, which has lead to a 111% increase in the number of narcotics related arrests. The increased number of drug raids and arrests has resulted in increased property seizures and revenue for the department. After the adjudication of a drug case, the fair market value of the property seized is divided between the agencies that participated. Forfeiture revenues are often received years after the drug raid.

NARCOTICS					
	1997	1998	1999	2000	2001
Narcotics Program Spending in Constant Dollars (Millions)	\$25.0	not available	\$27.1	\$25.9	\$29.6
Budgeted Narcotics FTEs	315	298	276	398	398
Number of Narcotics Raids	not available	2,231	2,541	2,805	4,997
Number of Narcotics Related Arrests	not available	4,495	4,589	6,916	9,182
Narcotics Forfeiture Revenues in Constant Dollars (Millions)	\$1.7	not available	\$2.7	\$4.7	\$3.8
Percentage of Program Costs Recouped via Property Forfeitures	6.66%	not available	9.78%	18.30%	12.68%
Narcotics Raids per Assigned Officer	not available	12.13	15.22	7.05	12.56
Narcotics Program Spending per Arrest in Constant Dollars	not available	not available	\$5,911	\$3,743	\$3,225

## POLICE GOAL #3: INITIATE AN EFFECTIVE COMMUNITY POLICING PROGRAM



More than 40% of Detroiters find the Police Department's efforts at community policing and addressing neighborhood concerns to be "Bad".

	Number of Responses	% of Citizens Rating Service "Very Good" or "Good"	% of Citizens Rating Service "Neither Good nor Bad"	% of Citizens Rating Service "Bad" or "Very Bad"
Satisfaction with the Police Department's Cooperation in Addressing Neighborhood Concerns	2,170	25%	31%	43%
Satisfaction with Community Policing Programs	2,461	25%	30%	45%
Satisfaction with Crime Prevention Programs	2,833	19%	35%	45%



Although the Police Department maintains both a Community Policing and a Crime Prevention Unit, much of the department's community policing efforts are initiated and conducted at the precinct level. Each precinct's management designs and staffs its own community-policing program. Activities vary between precincts, but do include holding monthly community meetings, vehicle etching programs, and the police reserves.

	Number of Responses	% Answering "Yes"
Respondents Who are Familiar With Their Neighborhood Police Officer	3,110	17%
Respondents Willing To Help The Police Improve The Quality of Life In Their Neighborhood	2,900	67%



Precinct personnel respond to 9-1-1 runs, answer citizen's complaints, issue environmental ordinance tickets, serve arrest warrants, go to court, interact with schools and youth, respond to 3-1-1 non-emergency calls, sweep for abandoned vehicles and participate in community policing initiatives. The precincts try to maintain a minimum of 5 patrol cars per shift each day. All patrol cars are staffed with two officers; other vehicles, such as traffic control vehicles, may be staffed with one officer.



Creation of the specialized units in the Headquarters and Narcotics Bureaus were intended to alleviate the precinct's work burden, so they are better able to respond to 9-1-1 calls. Response time has decreased slightly. Future reports will track the outcome of Detroit's planned precinct expansion on the 9-1-1 and 3-1-1 response times, and also compare response times with peer cities.

RESPONSE TIME					
	1997	1998	1999	2000	2001
Average Time to Respond To 9-1-1 Call	not available	35 min.	36 min.	34 min.	34 min.
Average Time to Respond To 3-1-1 Call	not available	not available	not available	not available	not available



Citizens are not satisfied with the department's response time, with over 40% of citizens rating the service as "Bad".

	Number of Responses	% of Citizens Rating Service "Very Good" or "Good"	% of Citizens Rating Service "Neither Good nor Bad"	% of Citizens Rating Service "Bad" or "Very Bad"
Satisfaction With Police Response Time	2,613	30%	28%	42%



Over the past five years, spending on precinct operations has increased by 5%, while staffing has decreased by 3%. The number of 9-1-1 calls requiring action by the precinct each hour has declined 13%, while the number of 3-1-1 calls has increased 35%. The implementation of the crime mapping system and the future implementation of an automated booking system with incident capturing capability will greatly improve the Department's ability to measure its performance and results.

PRECINCTS					
	1997	1998	1999	2000	2001
Precinct Operation Spending in Constant Dollars (Millions)	\$170.9	\$182.1	\$159.7	\$150.4	\$178.8
Budgeted Precinct FTEs	2,836	2,816	2,793	2,630	2,746
Percentage of Police FTEs Assigned to Precinct Operations	60.95%	60.21%	59.63%	54.34%	55.14%
Average Number of 9-1-1 Calls per Precinct Each Hour	15.41	14.07	14.07	13.55	13.44
Average Number of 3-1-1 Calls per Precinct Each Hour	4.08	2.85	2.85	4.67	5.52
Average Number of Patrol Cars in Service in each Precinct	not available	not available	not available	not available	6.23



Citywide crime prevention programs include the Business Owner's Police Academy, the Citizens Police Academy, Vehicle Etching, Neighborhood Watch, Ameritech Cell Program, Safe Streets and the Police Reserves.



Spending on community policing programs has increased by 22%. This amount does not include precinct spending. The number of community focused meetings and programs have increased showing the Police Department's increased emphasis on the community. The number of program participants reported for 2001 better reflects actual participation in Police programs.

COMMUNITY POLICING					
	1997	1998	1999	2000	2001
Community Policing & Crime Prevention Program Spending in Constant Dollars (Millions)	\$3.3	not available	\$2.8	\$3.2	\$4.1
Community Policing, Crime Prevention and Reserve FTEs	38	54	46	42	41
Community Group Meetings Attended	346	529	592	696	950
Community Programs Offered	716	1,192	1,687	1,894	2,051
Neighborhood Watch Group Partnerships Developed	87	90	108	123	134
Participants in Crime Prevention Programs, both business owners & Citizens	135	107	107	25	35,617
Number of Programs per Community Officer	33.8	35.5	54.2	65.2	945.2
Cost of Programs per Offense	\$20.87	not available	\$19.93	\$23.60	not available



The Metropolitan Division proactively patrols the City's Public Housing developments and interacts with Housing security officers and development management. The 1997 Zero Tolerance Policy, which can lead to the eviction of any resident convicted of committing a crime, has had a marked effect on crime



reduction between 1998 and 2000. The Police Department patrols the developments 16 hours per day, six days per week and performs random sweeps for unauthorized visitors. Public Housing Security is funded by a federal grant. Spending on Public Housing Security has increased 29% between 1997 and 2001, while personnel has increased 29% and annual patrol hours have increased 91%.

PUBLIC HOUSING SECURITY					
	1997	1998	1999	2000	2001
Public Housing Security Spending in 2001 Dollars	\$3.1	not available	\$3.7	\$3.4	\$4.0
Budgeted Public Housing Security FTEs	37	37	37	50	58
Annual Patrol Hours	15,912	22,152	23,340	28,890	30,454
Incidents Occurring at Public Housing Sites	1,682	1,295	1,042	1,287	1,508



In 2000, the Metropolitan Division began providing security on Public Transportation vehicles. Officers ride in uniform or undercover. Public Transportation Security is funded through a Bureau of Justice grant. The Police Department does not track the actual spending for this service, so budgeted spending is shown in the following chart.

PUBLIC TRANSPORTATION SECURITY					
	1997	1998	1999	2000	2001
Public Transportation Police Budget in Constant Dollars (Millions)					\$1.2
Budgeted Public Transportation Security FTEs					30
Number of Patrol Hours					not available
Number of Incidents Occurring on Public Transportation	not available	not available	not available	not available	not available
Number of Hours Between Incidents					not available



The Police Athletic League teaches the importance of teamwork, sportsmanship and good citizenship through sponsored athletic programs and at two multi-service centers in Detroit. The centers are open daily after school until 9 pm and on Saturdays. Career development and educational programs are offered in addition to recreational opportunities. Program spending has declined by 4%. The number of programs offered has remained stable, while participation has declined by 22%. PAL has awarded 3,126 scholarships between 1997 and 2001.

POLICE ATHLETIC LEAGUE					
	1997	1998	1999	2000	2001
PAL Program Spending in Constant Dollars	\$900,285	\$822,784	\$740,335	\$855,570	\$865,698
Number of Officers Assigned to PAL	11	11	11	12	12
Number of PAL Recreation Programs	16	17	17	15	16
Number of PAL Participants	9,670	not available	11,022	9,058	7,512
Number of PAL Scholarship Recipients	500	700	750	0	1,176

## POLICE GOAL #4: MAXIMIZE DEPARTMENT RESOURCES TO DELIVER HIGH-QUALITY, FOCUSED, & COST EFFECTIVE SERVICES



Detroiters are divided in their opinion of the knowledge and skill of police officers and staff, with 35% awarding a "Good" rating and 32% awarding a "Bad" rating.

	Number of Responses	% of Citizens Rating Service "Very Good" or "Good"	% of Citizens Rating Service "Neither Good nor Bad"	% of Citizens Rating Service "Bad" or "Very Bad"
Satisfaction with Knowledge & Skill of Police Officers and Staff	1,992	35%	33%	32%



The Police Department is continuously recruiting new officers, as each year nearly 300 positions must be filled. Both the State and Department set standards that must be met before an applicant becomes a new recruit. These include: a written and physical exam, a background check, a medical assessment and a psychological assessment, and verbal interviews. Of every 10 to 15 people who apply, only 1 successfully completes the interview process and enters the Police Academy. Applicants are identified through career fairs, military establishments, colleges, and through the department's 1-800 recruiting hotline. New recruits attend a 20 – 22 week instruction program, after which they are on probation for one year.



Spending on Personnel Services has increased 101% between 1997 and 2001, while the number of budgeted employees has increased by 112%. These increases reflect the Department's commitment to hiring a qualified workforce.

POLICE RECRUITMENT					
	1997	1998	1999	2000	2001
Personnel Services Spending in Constant Dollars (Millions)	\$2.0	not available	\$3.1	\$3.4	\$4.1
Personnel Services FTEs	31	49	56	66	66
Number of Probationary Officers in Program	not available	829	829	251	156
Number of Training Hours per Probationary Officer	not available	54,541	54,541	5,326	2,797



In addition to new recruit training, the Metro Police Academy provides firearms training, in-service training, field training and audiovisual training. The Michigan Commission on Law Enforcement Ethics and Standards mandates that all officers receive 40 hours of training annually, and requires Firearms and Emergency Vehicles training. Other courses that have been offered include Cultural Diversity and Weapons of Mass Destruction. In 2001, a Calendar of Roll Call Training program was developed and implemented. The program insures that each officer receives a one to two minute training reminder daily.



The Personnel Division has supervised the development of a risk management database to track trends in types of incidents that occur and officer response. The Police Department plans to use this information to identify training opportunities and to identify and remove problem officers.



An area of concern that has been identified is the number of lawsuits against the department and the cost of settlements, specifically those that are wrongful death lawsuits arising from police shootings and in-custody deaths. The Police Department is addressing the in-custody deaths in particular through the use of closed circuit cameras in cellblocks, increased training for detention facility officers, and the development of a strategic plan addressing problems and solutions to the prisoner holding process. Police management hopes that the risk management database and changes to the prisoner holding process will effectively reduce the number and size of the Department's lawsuits.



The Police Department's disciplinary process is very lengthy, and therefore there is not a direct connection between the alleged violation, the investigation, the review and the discipline. Initial disciplinary judgments of 3 days or less can be handled through the Department, while wrongdoings requiring judgments greater than 3 days will reach the Trial Board in 1 – 1-1/2 years. Police management reports that it usually takes 3 to 4 years for a disciplinary action to occur.

DISCIPLINARY PROCESS					
	1997	1998	1999	2000	2001
Number of Written Reprimands	115	183	175	134	262
Number of Commander's Disciplinary Hearings	200	229	229	147	150
Number of Chief's Hearings	100	99	98	53	57
Number of Trial Boards	200	169	169	170	105
Number of Board of Commissioner Appeals	30	36	35	45	21

## POLICE GOAL #5: CREATE A PERSONAL COMMITMENT TO THE GOAL BASED GOVERNANCE SYSTEM

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When the Goal Based Governance program was implemented in 1995, the Police Department trained all personnel on the department vision and on goal based governance. According to department management, there have been no additional efforts expended on this goal since that time. The Department continues to report that 100% of persons have been trained on Vision and Goal Based Governance.

GOAL BASED GOVERNANCE					
	1997	1998	1999	2000	2001
Percentage of Persons Trained on Vision & Goal Based Governance	100%	100%	100%	100%	100%